

ISPSC ORGANIZATIONAL CULTURE

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ABSTRACT

The study sought to determine the ISPSC values and characteristics that are important and actualized by the three groups of respondents composed of total enumeration of the administration, faculty and staff and randomly selected enrolled students during the 2nd semester of AY 2010-2011. Specifically, the study sought to identify the respondents' perception on the level of importance and extent of actualization of the organizational values/practices; significant differences on the perceptions of the three groups regarding the level of importance of the organizational values/practices and differences on the level of importance and level of actualization of the organizational values/practices.

The study uncovered ISPSC's organizational culture as one which highly actualizes and attaches importance to professionalism and integrity/honesty, commitment and loyalty to the organization, friendly atmosphere and time consciousness. On the other hand, perceived to be of least importance and least practiced are: positive academic atmosphere, efficiency, safety and security, positive physical projection and communication. Significant differences were registered on the perception of the three different groups of respondents; a different opinion from the group of administrators in terms of actualized values and practices of the organization was noted. A significant difference disclosed on the perception of the three groups of respondents in terms of values and characteristics held important was noted which showed a gap on the perceived values and practices of the teachers and the administration. A management program was developed from the weak link out of the fourteen identified values and practices.

KEYWORDS: *Organizational Culture, Level of Importance, Extent of Actualization, School Improvement, Management Program*

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INTRODUCTION

School improvement process is highly embedded in school culture and climate. These affect decisions throughout all phases of the process. In turn, these are affected by the decisions made in all phases of the process. Culture and climate are very real, very powerful forces in organizations (Aten, 2009). Although difficult to measure precisely, both constructs can be discerned within an organization if the evaluator has sufficient time and access to witness the daily behaviors of members of the organization. Many managers believe that training is panacea in inculcating the right values that will form a positive and strong organizational culture; but values cannot be taught, values can only be caught. You cannot teach people to get inculcated with values. Values in the culture can only be formed or transformed with the right combination of forces in the environment. Values are like fever. You cannot train people to acquire fever. People can only have fever if the viruses or bacteria are present in the right amount in the environment to infect them.

The study was conducted to identify the level of importance and the extent of actualization/practice of organizational values in Ilocos Sur Polytechnic State College (ISPSC).

Improvement of the school system results to a better school environment, which in turn identifies the graduates or products of the school. Many institutions' produce can be easily distinguished through the values they exude. These were inculcated during their stay in the institution thus they flaunt on the institutions' culture. ISPSC's culture considered important and actualized by the members of the organization can be sustained, while those considered least important and actualized could be improved.

Kilman, Saxton and Serpa (1985) provided an apt analogy that helps to illuminate the nature of organizational culture: "Culture is to the organization what personality is to the individual – a hidden yet unifying theme that provides meaning, direction and mobilization". Most schools have distinct personalities, unique practices and varying standards for discipline. Some look up to their athletic teams while in other schools art, drama or music programs are given emphasis. In most prominent schools, academic achievement is at the apex of community respect. Organizational culture can be a highly powerful force in the school improvement process, as Owens (2004) noted, it may often be the most powerful determinant of the course of change in an organization.

The research was carried out in all the six campuses of ISPSC during the 2nd semester of AY 2010-2011.

RESULTS AND DISCUSSIONS

ISPSC Values and Practices

ISPSC values and puts into practice five highest ranking organizational values or practices. Collectively, the organization holds in the highest regard the values of professionalism, integrity/honesty, commitment and loyalty to the organization, friendly atmosphere, and time consciousness as perceived by the students, administration and the faculty and staff. On the other hand, perceived to be of least importance and least practiced by the three groups of respondents are: positive academic atmosphere, efficiency, safety and security, positive physical projection and communication.

Table 1: ISPSC Organizational Values/Practices

Values/Practices	Level of Actualization		Level of Importance		Total Rank	Final Rank
	Rank	Rank	Rank	Rank		
5s (sorting,systematizing,sweeping)	12	8	20			
Professionalism	3	1	4		1.5	
Commitment	3	3	6		3	
Friendly Atmosphere	3	5	8		4	
Time Consciousness	8	3	11		5	
Productivity/Excellence	6	10	16			
Safety & Security	10	13	23		12.5	
Communication	14	14	28		14	
Positive Physical Projection	13	10	23		12.5	
Atmosphere of Independence	5	7	12			
Positive Academic Atmosphere	11	10	21		10.5	
Efficiency	9	12	21		10.5	
Innovation	7	6	13			
Integrity/Honesty	1	3	4		1.5	

At work, professionalism refers to a person doing his job with sincerity, and maintaining professional etiquette and ethics in the workplace. It leads to logical and completely unbiased decision making, making it the basis of a good work environment. Professionalism at work is completely devoid of politics, positive politics or mind games. Its root lies in those who do their work with quality and quantity in mind. Professionalism in the workplace helps at maintaining the right amount of communication at the workplace. It also ensures that those who require to be heard are heard. It is the axis around which any organization revolves i.e. if communication is maintained at the right balance. Without this axis, the organization will be lost. The finding in this study is overturned due to the very low rank garnered by communication which is seated the lowest at rank 14. The respondents rated “communication” with the least level of importance and least level of actualization, thus the finding is invalidated.

The pattern of behavior resulting from commitment should possess the following characteristics: it shows persistence- i. e. the behaviors should not depend primarily on environmental controls such as reinforcements or punishment, and it should indicate a personal pre occupation with the organization, such as devoting a great deal of personal time to organization-related actions and thought. In this sense, organizational commitment is viewed as (1) willingness of an individual to identify with and the desire not to leave an organization for selfish interest or marginal gains; (2) willingness to work selflessly and contribute to the effectiveness of an organization; (3) willingness to make personal sacrifice, perform beyond normal expectations and to endure difficult times; (4) acceptance of organization’s values and goals—the internalization factor. For whatever pattern of approach is applied in ISPSC, it is construed that this value is in actuality made known in the organization because of the presence of a fair percentage of an aging population especially in the administrative circle who have been committed to serve.

Integrity can be defined in so many ways. When used as virtue term, “integrity” refers to a quality of a person’s character. However, the most philosophically important sense of the term “integrity” relates to general character. Acting with integrity on some particularly important occasion will always be explained in terms of broader features of a person’s character and life. Ordinary discourse about integrity involves two fundamental intuitions: first, that integrity is primarily a formal relation one has to oneself or between parts or aspects of one’s self; and second, that integrity is connected in an important way to acting morally within an organization.

Trust is the basic tenant for all relationships, so building an environment of trust is one of the important things one can do to create a positive work environment. It is about doing what a person says he is going to do and being who he says he is. Trust is about showing the staff that in everything one does that he is reliable, responsible and accountable, and that they can rely on him for consistency. The unfortunate thing about trust is that it takes a long time to build, but it’s very fragile and will break easily. Once broken, it takes an even longer time to regain, and it may never be fully rebuilt. Therefore, it is of primary importance that one is aware of all words and manners acted and insure of employees’ trust.

In order to create a positive work environment, each employee needs to feel valued. This is best accomplished through listening to each person and honoring each one for what one has to say. It is important that what everyone in the organization deems to be of value must be communicated. Everyone is equal because every job is equally important in fulfilling the mission of the organization.

As a supervisor, part of the job is to create a feeling of unity among the staff. This unity will help team members feel valued and that they belong. As a result, they will want to be at work, tardiness, and absenteeism will be minimal, the team will function smoothly and the unit will be better able to carry out the missions and goals of the organization.

Recognizing excellent job performance and attitude, and showing appreciation for these things will go a long way towards making your staff members feel that they are a valued and respected part of the team.

Different students respond to the classroom environment in different ways. Some students do well no matter what, but others require a welcoming and supportive classroom. Making it friendly for all begins by developing a climate in which all students are recognized, respected, and valued. Professors have to set certain standards of behavior, and if the students refuse to meet them, the instructors must become disciplinarians. Professors can make a difference in the lives of students. And often it is not the expertise in their subjects that helps the students having difficulties. It is the caring that is given to them as human beings.

Level of Importance of ISPSC Values and Practices

Table 2: Level of Importance of ISPSC Values and Practices

Values/Practices	Level of Importance					
	Fac	Stud	Admin	Mean	DER	RANK
5S	4.03	4.20	4.08	4.10	MI	8
PROF	4.00	4.28	4.36	4.22	MI	1
COMMIT	3.97	4.12	4.47	4.19	MI	3
FRNDLY	3.99	4.20	4.22	4.14	MI	5
TME	3.96	4.18	4.43	4.19	MI	3
P/E	3.96	4.11	4.15	4.07	MI	10
SS	3.94	4.15	4.03	4.04	MI	13
CMUNCTN	3.83	4.00	3.69	3.84	MI	14
PPP	3.95	4.21	4.04	4.07	MI	10
AIS	3.89	4.08	4.36	4.11	MI	6
PAA	3.96	4.11	4.15	4.07	MI	10
EFFICNCY	3.91	4.01	4.25	4.06	MI	12
INNOV	3.92	4.12	4.35	4.13	MI	7
I/H	4.04	4.15	4.37	4.19	MI	3
Mean	3.95	4.14	4.21	4.10	MI	

MI – Moderately Important

Extent of Actualization of ISPSC Values and Practices

Integrity/Honesty, Professionalism, Commitment, Friendly Atmosphere, and Atmosphere of Independence and Self-Reliance are perceived highly actualized by the organization.

The result implies that the members of the three groups of respondents in the organization observe policies in borrowing books, equipment and other materials from the library, laboratory,

sports department, canteen and the like; which strengthens the result on the level of importance

Table 3: Extent of Actualization of ISPSC Values and Practices

	Fac	Stud	Admin	Mean	DER	Rank
5s	3.47	3.92	3.88	3.76	OP	12
PROF	3.85	4.02	4.20	4.02	OP	3
COMMIT	3.83	3.89	4.35	4.02	OP	3
FRNDLY	3.83	4.02	4.20	4.02	OP	3

Table 3: Contd.,						
TME	3.75	3.95	4.10	3.93	OP	8
P/E	3.91	3.91	4.02	3.95	OP	6
SS	3.79	3.90	4.00	3.89	OP	10
CMUNCTN	3.60	3.93	3.67	3.73	OP	14
PPP	3.72	3.79	3.72	3.75	OP	13
AIS	3.80	3.82	4.31	3.97	OP	5
PAA	3.79	3.77	4.00	3.85	OP	11
EFFICNCY	3.80	3.86	4.04	3.90	OP	9
INNOV	3.80	3.87	4.16	3.94	OP	7
I/H	3.95	3.96	4.29	4.07	OP	1
Mean	3.78	3.90	4.07	3.92	OP	

Op – Often Practiced

Which rests Integrity/Honesty in the second rank Commitment which details the following

actions: does not speak ill of the institution, its offices, teachers, personnel, students and does not incite other people to go against the school, being loyal and defends the institution from outsiders or those who try to destroy it, and participates, supports and gets involved in all school activities even to the point of sacrificing personal needs for the sake of the school; is highly actualized/often practiced by the representative groups. Highly actualized in the institution is the value of friendly atmosphere where officers, teachers, personnel, students, parents and visitors met in the campus are greeted; where members of the organization observes basic courtesy and says the five magic words “Please”, “I’m sorry”, “Your welcome”, “Excuse me”, and “Thank you”; where members demonstrate a service-oriented attitude, wanting to help and building others.

ISPSC Organizational Culture

Highly actualized and considered important values and practices identify the culture of an organization. The Ilocos Sur Polytechnic State College, as perceived by the faculty, students and administrators, has a culture which includes Professionalism, Integrity and Honesty, Commitment, Friendly Atmosphere and Time consciousness; these values and practices can impact a member within the organization. Of the 14 values/practices used as benchmark for the study, five lie at the lowest ranks: Positive Academic Atmosphere, Efficiency, Positive Physical Projection, Safety and Security and Communication. These values/practices were used as a basis in the formulation of an ISPSC Values Management Program.

ILOCOS SUR POLYTECHNIC STATE COLLEGE

Sta. Maria, Ilocos Sur

VALUES MANAGEMENT PROGRAM

(CY 2012-2015)

Table 4

Value and Practice	Proposed Activities	Funding Requirement (In Thousands)			Expected Output	Persons Involved
		2013	2014	2015		
Communication	❖ Administrative meetings to identify flow of communication ❖ Improvement/construction of a	10 150 5	5 5 5	5 5 5	Accurate dissemination of institutional	President, VPs and members of the

	<p>records office with at least one personnel</p> <ul style="list-style-type: none"> ❖ Academic meetings to encourage use of English as a second language in the institution ❖ Comprehensive orientation program for new entrants to the organization 				<p>information and proper recording of all memoranda, notices, invitations and other documents</p> <p>Easy access to documents</p> <p>College stakeholders use English as a means of communication</p> <p>Entrants to the organization are introduced to the culture (values and practices)</p>	<p>administrative council, records officer, faculty and staff</p> <p>President, VPs, Budget officer</p> <p>President, VPs, Executive deans, Program deans, faculty, students</p> <p>President, VPs, HRMOfficer, entrants</p>
Positive Physical Projection	<ul style="list-style-type: none"> ❖ Training-workshops for ethics in the workplace ❖ Strict policy on proper dress decorum, wearing of uniform and wearing of IDs 	50	30	10	<p>Positive appearance and behavior in the organization</p> <p>Positive projection in appearance</p>	<p>President, VPs, Administrative council, faculty and staff, students</p> <p>President, VPs, Administrative council, students, faculty and staff</p>
Safety and Security	<ul style="list-style-type: none"> ❖ Viable evacuation and risk reduction plan in times of disaster ❖ Regular conduct of fire and earthquake drills ❖ Purchase of motorcycle for guards roving the entire campus every hour especially at night ❖ Impose stickers for every vehicle that enters the campus 	<p>2</p> <p>100 x 6 units</p> <p>25 (for initial 1000 stickers to be sold to vehicle owners for 50.00/annum)</p>	3	4	<p>Stakeholders' readiness in any time of disasters – manmade or natural</p> <p>Secure safety within the perimeter of the campus</p> <p>Easy identification of vehicles entering the campus</p>	<p>President, VPs, Program deans, Faculty and staff</p> <p>President VPs, Budget officer, Accounting officer, Head of security services, security guards</p> <p>President, VPs, Budget officer, Accounting officer, Director for IGP, Head of security services, security guards, vehicle owners</p>
Efficiency	<ul style="list-style-type: none"> ❖ Annual planning of extracurricular activities ❖ Continuous monitoring and evaluation of academic activities (syllabus preparation, test preparation, submission of grades, etc.), repeated curriculum reviews ❖ Lead to Succeed 	5	5	5	<p>Synchronized conduct of extracurricular activities in all campuses</p> <p>Higher passing percentage in licensure examinations, higher employment rate after graduation</p>	<p>President, VPAA, Executive deans, Program deans</p> <p>President, VPAA, Director for Instruction, Executive deans, Program deans, faculty, students</p> <p>President, Administrative</p>

					Identify explicit standard of ethical behavior in the workplace	council, faculty and staff, students
Positive Academic Atmosphere	❖ Smoke-free, peaceful and undisturbed workplace/campus ❖ Living Values Sharing	5	5	5	Surrounding conducive to academic exchange Effective values-based learning environment	President, Administrative council, faculty and staff, students

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